Manitoba

Minister of
Employment Services
and Economic Security

Room 357
Legislative Building
Winnipeg, Manitoba, CANADA
R3C 0V8

July 8, 1988

His Honour George Johnson
Lieutenant-Governor of the
Province of Manitoba

May It Please Your Honour:

I have the honour of presenting to you the Annual Report of The Workplace Innovation Centre for the fiscal year ended March 31, 1988.

Charlotte L. Oleson, Minister

WORKPLACE INNOVATION CENTRE

July 4, 1988

The Honourable Charlotte L. Oleson
Minister Responsible for the
Workplace Innovation Centre

Dear Madam:

We have the honour of presenting to you the Annual Report of The Workplace Innovation Centre for the fiscal year ended March 31st, 1988.

Terry Hercus
Chairperson
The Workplace Innovation
Centre

Keith Norton
Vice-Chairperson
The Workplace Innovation
Centre

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THE WORKPLACE INNOVATION CENTRE
ANNUAL REPORT
1987 - 1988

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MISSION STATEMENT

The Workplace Innovation Centre promotes and facilitates the collaborative approach between management and employee groups in addressing the human dimensions surrounding the introduction of new systems and technology into the workplace. With the involvement of business, labour, education and government and through the promotion of equitable distribution of technological risks and rewards, The Centre provides education, consultation, and research services to organizations within the Province of Manitoba.

Focusing on client consultation supported by education and research, The Centre is required to:

i) actively increase public awareness with regard to the impact of technological change in the workplace.

ii) provide expertise to organizations anticipating or experiencing the impact of technological change on their workplace.

iii) support research relevant to the introduction and impact of innovative change on all individuals within the workplace.

BOARD OF DIRECTORS

REPRESENTING BUSINESS

Terry Hercus, Chairperson	University of Manitoba, Winnipeg
Murray Auld	Former President, Bristol Aerospace, Winnipeg
John Fulton	INCO Limited, Thompson
Sandra McKnight	The Manitoba Co-operator, Winnipeg

REPRESENTING LABOUR

Keith Norton, Vice-Chairperson	Canadian Union of Public Employees, Winnipeg
Jim Anderson	International Woodworkers of America, The Pas
Vera Chernecki	Manitoba Organization of Nurses Associations, Winnipeg
Maggi Hadfield	Communications and Electrical Workers of Canada, Winnipeg

REPRESENTING THE GOVERNMENT OF MANITOBA

Roxy Freedman	Manitoba Employment Services and Economic Security, Winnipeg
Doris Mae Oulton	Manitoba Women's Directorate, Winnipeg

REPRESENTING POST SECONDARY EDUCATION

Errol Black	Brandon University, Brandon
Joel Novek	University of Winnipeg, Winnipeg

MEMBERS-AT-LARGE

Sharon Reilly	Manitoba Museum of Man and Nature, Winnipeg

STANDING COMMITTEES

Executive Committee, Terry Hercus, Chairperson
Finance Committee, Vera Chernecki, Treasurer
Personnel Committee, Doris Mae Oulton, Chairperson
Planning Committee, Sharon Reilly, Chairperson

STAFF MEMBERS

John Roll, Executive Director
Helen Maupin, Project Co-ordinator
Irene Hayton, Administrative Assistant

CHAIRPERSONS' REPORT

Fiscal year 1987-1988 was the second full year of operation for The Workplace Innovation Centre.

The Board of Directors met six times in this period to further its work of establishing policies and procedures to guide The Centre's operations.

During the year, The Centre developed a strategic plan which identified five key employment sectors as target groups for its activities. These are —

- health care
- machinery/metalworking
- retail sales
- garment manufacturing
- banking and communications.

These sectors have been targetted by The Centre for a number of reasons: They are major employers and key industries in the Manitoba economy. They are also areas in which new technology is frequently being applied. Companies in these fields are likely to need or have indicated that they could benefit from the services The Workplace Innovation Centre is able to provide.

In keeping with the mission statement of The Centre, the Board has directed the staff activities into three main areas of endeavour: Education, consultation and research.

The Standing Committees of the Board also met several times during 1987-1988.

The **Planning Committee** guided the development of the strategic plan which set the priorities for The Centre's activities. Emphasis was placed on education and consultation activities with the intention of heightening The Centre's profile as a relatively new service to the community.

The **Personnel Committee** completed its work on the personnel policies and procedures for The Centre.

The **Finance Committee** changed The Centre's budget and planning cycle to coincide more closely with the provincial government's schedule. Accounting procedures recommended by the Provincial Auditor were all implemented.

The Board of Directors meets regularly with the Provincial Minister responsible for The Centre for the purpose of keeping the Minister informed about its activities and plans.

We feel that 1987-1988 was a year of good progress for The Centre and we look forward to working with Manitoba businesses and employee groups to address the needs of employees in the workplace in 1988-1989.

Terry Hercus
Chairperson

Keith Norton
Vice-Chairperson

EXECUTIVE DIRECTOR'S REPORT

This report covers the activities of The Workplace Innovation Centre during the period April 1, 1987 to March 31, 1988.

As noted in the Chairpersons' Report, The Centre's activities have been focused on three priority areas. Following is a brief description of The Centre's work in each area.

Education

An important part of The Centre's mandate is to inform the public, business and labour groups about the effects of new technology on employees in the workplace.

To this end, The Centre embarked on a series of public seminars dealing with different aspects of technology in the workplace.

The first seminar featured Dr. Keith Newton of the Economic Council of Canada. Dr. Newton's topic was a recent report from the Economic Council entitled "Making Technology Work — Innovation and Jobs in Canada". A highlight of this afternoon session was a panel discussion on the report with representation from business, labour, the media, education and government.

The remaining seminars scheduled are a breakfast series entitled "People and Technology". The first two sessions were held in 1987-1988. In February, Ms. Jackie Wolf, Director of the School of Continuing Education, University of Toronto, spoke on "The Management of Change". In March, Norma McCormick, President of Corporate Health Works Inc. gave a presentation on "Effective Safety and Health Committees".

Topics for seminars to be held in 1988-1989 are —

Women's Issues in the Workplace

Employee Involvement

Deming's Philosophy and Statistical Process Control

Socio-Technical Systems

Impacts of Technology

The Centre also actively seeks opportunities to speak to the public about its services. As a result, the Executive Director has addressed committees of the Canadian Manufacturing Association and other organizations in the past year.

In addition to these educational activities, The Workplace Innovation Centre has been developing an Information Resource Service to provide support for its other activities. The Service will assist clients, potential clients, researchers and staff to find pertinent information in the current literature on technological change and its effects on employees in the workplace.

Consultation

The consultation activities of The Centre include working with clients to plan the introduction of new technology in order to minimize the negative effects of change and to resolve any workplace problems which may arise as a result of an organization's management or procedural structures. In 1987-1988, The Centre visited close to 100 businesses and organizations to discuss consulting services and completed five projects with Manitoba companies and organizations:

- The Centre assisted **Southeast Transport Systems** of **Steinbach** in obtaining funding assistance for training from the federal government.
- **Hood Auto Parts** of **Brandon** was helped to obtain financial assistance from the Province's Manufacturing Adaptation Program for the purchase of new high-technology diagnostic equipment and from the Manitoba Job Training for Tomorrow Program for the training of workers in the use of the new equipment.

EXECUTIVE DIRECTOR'S REPORT

- The Centre conducted a study on the manufacturing procedures of **Versatech Industries** of **Winnipeg** and recommended changes to improve the operations of this packaging and light manufacturing plant.
- The **Big Sisters Association** of **Winnipeg** was assisted by The Centre in improving the effectiveness of Board and staff working relations and procedures.
- **Triman Industries** of **Morden,** a company which manufactures kitchen cabinets, was assisted with an employee needs assessment related to an expansion involving new inventory control and production scheduling technology in its office and computer-controlled woodworking equipment in its plant.

The Centre also developed a program, in conjunction with a private consulting firm, Corporate Health Works Inc., to train Safety and Health Committees to be more effective in their role of protecting employees in the workplace. Information on this program has been widely distributed, responses have been received from 22 companies, and The Centre is pursuing active discussions with a number of them.

Managing technological innovation and its effects on the workplace is one of the greatest challenges facing today's organization. To assist with this process, The Centre has developed a two-day workshop designed to increase understanding and ability to deal with the social and technological aspects of change within an organization. The Centre's Project Coordinator, Helen Maupin, in conjunction with Dr. Ron Fisher, University of Saskatchewan, have designed this workshop and will be marketing it to managers, supervisors, trainers and consultants.

Research

The third priority for The Centre's activities is research into the social issues of technological change and encouragement to technical researchers to consider the operator of new equipment being developed. To this end, The Centre has become a sponsor for a research chair within the Industrial Engineering Department, University of Manitoba.

The Centre has also been active with a Federal/Provincial/Territorial Working Group considering the social and cultural impact of science and technology for the Council of Science and Technology Ministers.

J.M. Roll Executive Director

Manitoba

THE WORKPLACE INNOVATION CENTRE

REPORT OF THE PROVINCIAL AUDITOR'S OFFICE

We have examined the financial statements, being Exhibits A and B, of The Workplace Innovation Centre for the year ended March 31, 1988. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests and other procedures as we considered necessary in the circumstances.

In our opinion, these financial statements present fairly the financial position of The Workplace Innovation Centre as at March 31, 1988 and the results of its operations for the year then ended in accordance with the accounting policies stated in note 2 to the financial statements applied on a basis consistent with that of the preceding year.

F. H. Jackson, CA,
Provincial Auditor.

April 25, 1988,
Winnipeg, Manitoba.

Exhibit A

WORKPLACE INNOVATION CENTRE
Balance Sheet
as at March 31, 1988
(with 1987 figures for comparison)

Assets

	1988	1987
Current		
Cash on hand and in bank	$ 62,980	$ 68,758
Funds on deposit with the Minister of Finance	—	150,176
Accrued interest receivable	—	1,192
Prepaid expenses	3,400	4,043
	66,380	224,169
Fixed, at cost (Notes 2b and 4)		
Furniture and equipment	56,682	53,995
Leasehold improvements	7,483	7,483
	64,165	61,478
	$ 130,545	$ 285,647

Liabilities AND Fund Balance

Current		
Accounts payable	$ 9,735	$ 6,651
Total liabilities	9,735	6,651
The Workplace Innovation Centre Fund -		
Funds retained for working capital and future operations:		
Balance, beginning of year	217,518	38,668
Excess of (expenditures over revenues) revenues over expenditures for the year, Exhibit B	(160,873)	178,850
Balance, end of year	56,645	217,518
Investment in fixed assets (Notes 2b and 4)	64,165	61,478
	$ 130,545	$ 285,647

Exhibit B

THE WORKPLACE INNOVATION CENTRE
Statement of Revenues and Expenditures
for the year ended March 31, 1988
(with 1987 figures for comparison)

	1988	1987
Revenues:		
Grant received from the Government of the Province of Manitoba — Jobs Fund (Note 3)	$ 114,824	$ 360,000
Interest	6,067	10,144
Project	792	—
	121,683	370,144
Expenditures:		
Accounting and audit	6,980	3,700
Board travel and expenses	4,322	5,408
Conference and seminar expenses	28,425	11,451
Consultant's fees and expenses	36,672	3,673
Equipment and furnishings	2,688	53,995
Equipment rental, maintenance and repairs	7,346	3,329
Leasehold improvements	—	7,483
Miscellaneous	2,098	740
Office supplies, printing and postage	10,007	8,229
Rent — office and parking	24,636	13,694
Salaries and benefits	136,242	64,206
Staff recruitment and development	5,190	8,848
Staff travel and expenses	14,031	4,270
Telephone	3,919	2,268
	282,556	191,294
Excess of (expenditures over revenues) revenues over expenditures, Exhibit A	$ (160,873)	$ 178,850

THE WORKPLACE INNOVATION CENTRE

Notes to Financial Statements

March 31, 1988

1. **Incorporation and Function**

The Workplace Innovation Centre was established in 1985 by an Act of the Legislature, The Workplace Innovation Centre Act.

The Centre was established to address the human dimension of technological change through the involvement of business, labour, education, government and the community in innovative ways of working together to promote the principle of equitable distribution of the risks and rewards of technological change.

2. **Accounting Policies**

a) **General**

The accompanying financial statements have been prepared on an accrual basis, except that purchases of fixed assets are charged to operations in the year of acquisition.

b) **Fixed Assets**

The balance sheet reflects fixed assets at cost with a corresponding credit to "Investment in fixed assets". The Centre's policy is to remove the cost of all physical assets from the accounts which have

— become obsolete during the year,
— been sold or otherwise disposed of during the year, or
— in the case of leasehold improvements, a full write-off will be recorded at the termination of the lease period, including any renewal option periods.

c) **Services Provided by the Government of the Province of Manitoba**

The cost of services provided by the Government of the Province of Manitoba as outlined in Note 5 are not reflected in these financial statements.

3. **Funding Authority**

The Government of the Province of Manitoba approved $1,200,000 funding to the Centre over three years from the Jobs Fund. Of this amount, $1,000,000 is to be provided from the MGEA Trust Fund. At March 31, 1988, $514,824 has been received by the Centre from the MGEA Trust Fund.

4. **Fixed Assets**

The total furniture and equipment of $56,682 represents assets of $2,687 acquired in 1988 and $53,995 in 1987. The expected useful life of this furniture and equipment is five to ten years. The period of the current lease is from September 1, 1986 to August 31, 1989.

5. **Services Provided by the Government of the Province of Manitoba**

The Government of the Province of Manitoba provides legal services at no charge to the Centre. The cost of these services has not been estimated.